

Town Council Requests for Budget Information (To Date - June 23, 2010)

Information Request	Related Budget Policy Decision	Status
Provide a summary of all revenue and expenditure		Attached A
Update BPD #1 to reflect May 2009 through April 2010 data and BPD #3 to reflect the 1 st quarter 'true-up'	#1 and #3	Attached B
List of all pending Measure R funds and the related expenditures	#19	Attached C
List of any Capital Outlay in operating budgets and details on the expenditures		Attached D
Clarification of all grants and those that are awarded and those that are pending	#21	Attached E
Discussion of the tasks accomplished through the HSEF and Chamber contracts	#17	HSEF Attached, new BPD Due July 7 F
Discussion of how the L'Abri housing expenses should be paid	Prior Year BPD	Attached G
Detail on Resort Programming expenses on page 20	#7, #28 and #29	Attached H
Pie Chart of Measure R allocations	#12	Attached I
Pie Chart of Measure A allocations (DMO)	#11	Attached J
Table of future comparison employee benefits		Attached K
Preparation of Re-Investment Strategy	#19	Part of 2010-11 work program due in June 2011 L
New BPD regarding preparation of a revised budget format		Due July 7 M
Prepare revenue projection options: actuals, trend line, occupancy data	#1 and #3	Mtrip proposal Attached N
Expanded discussion of Recreation Funding Options	#29	Attached O
Others:		

TOWN REVENUE SUMMARY--ALL TYPES	AMOUNT
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Taxes	\$ 17,902,304
Grants	\$ 9,333,347
Fees & Miscellaneous Revenues	\$ 1,560,021
Intergovernmental Revenues	\$ 1,521,450
Garage Revenue (Other Entities)	\$ 577,281
Charges for Services	\$ 544,935
Local Transportation Funds	\$ 521,787
Mello Roos Tax	\$ 151,479
Specific Purpose Trust Funding (Housing)	\$ 100,000
Interest Earnings	\$ 97,725
Fines and Penalties	\$ 82,750
Capital, Loan Proceeds, Advance Repayment and Public Art	\$ 165,450

Subtotal	\$ 32,558,529
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Other Funding Sources	
Release of Bank held Trust Funding	\$ 577,000
Appropriations 'Carry Over' from FY 09-10	\$ 400,000
Development Impact Fee Funding	\$ 284,795
Miscellaneous Other Funding Sources	\$ 46,363

Subtotal Other Funding Sources	\$ 1,308,158
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Town Revenue Grand Total --All Types	\$ 33,866,687
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The impact of internal service funds that would overstate revenue has been reversed.

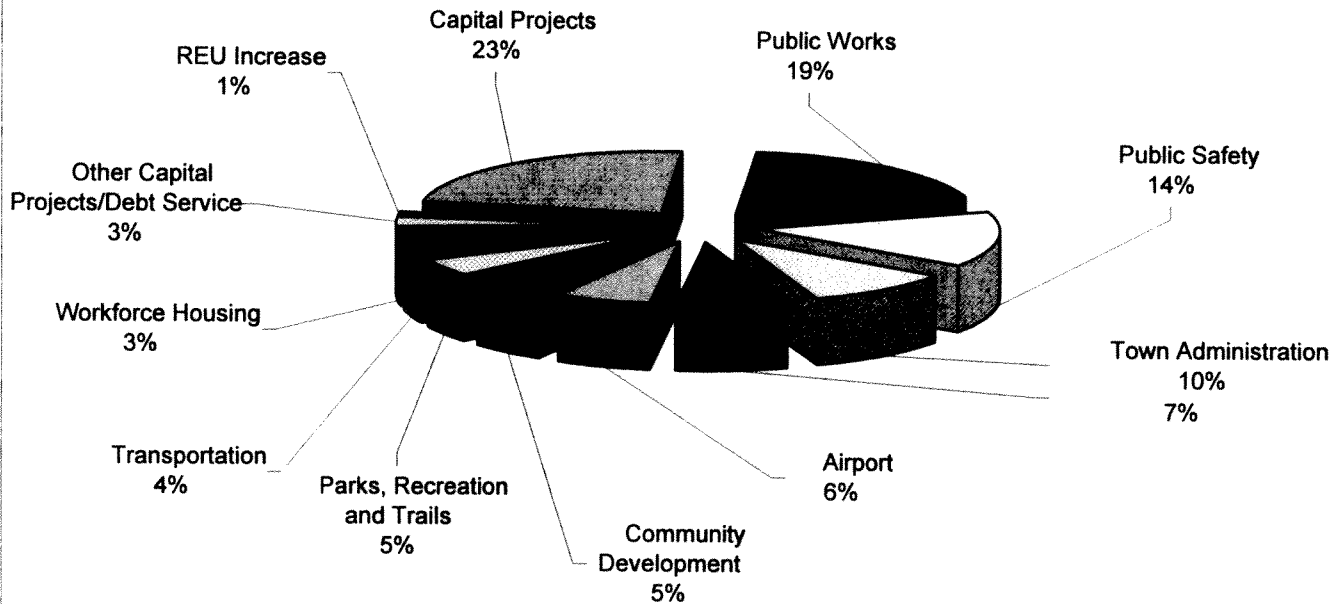
Assessment Districts are legally separate entities from the Town; the assessment district revenues may be found on page 78 of the budget.

To avoid counting 'Measure R' funds twice, 'Measure R' funds are accounted for under 'Taxes' and not 'Grants'.

TOWN EXPENDITURE SUMMARY	AMOUNT
Capital Projects Expenditure Summary	\$7,951,424
Public Works Expenditure Summary	\$6,310,595
Public Safety Expenditure Summary	\$4,900,137
Administration Expenditure Summary	\$3,458,355
Tourism and Marketing Expenditure Summary	\$2,492,555
Airport Expenditure Summary	\$2,170,042
Community Development Expenditure Summary	\$1,740,102
Parks, Recreation and Trails Expenditure Summary	\$1,550,718
Transportation Expenditure Summary	\$1,229,532
Capital Projects/Debt Service Expenditure Summary	\$878,049
Workforce Housing Expenditure Summary	\$896,678
Reserve for Economic Uncertainty Increase	\$288,500
Town Expenditure Grand Total	\$33,866,687

- * Certain Debt Service Expenditures are reflected in the corresponding 'home' department instead of the Capital Projects/Debt Service Summary
- * The impact of internal service funds that would overstate true costs have been reversed
- * Any potential increase to a department reserve is included in the departments expenditure summary (any increases are listed on the department budget)
- * Assessment Districts are legally separate entities from the Town; the assessment district expenditures may be found on page 78 of the budget.

EXPENDITURES BY DEPARTMENT FISCAL YEAR 2010-11



How much does each department spend?

Capital Projects	\$ 7,951,424
Public Works	\$ 6,310,595
Public Safety	\$ 4,900,137
Town Administration	\$ 3,458,355
Tourism & Marketing	\$ 2,492,555
Airport	\$ 2,170,042
Community Development	\$ 1,740,102
Parks, Recreation and Trails	\$ 1,550,718
Transportation	\$ 1,229,532
Workforce Housing	\$ 896,678
Other Capital Projects/Debt Service	\$ 878,049
REU Increase	\$ 288,500
Total	\$ 33,866,687

Budget Policy Decision #1

Issue: Transient Occupancy Tax Revenue Projections

Included in Draft Budget: YES

Strategic Initiative: Fiscal Stability

Description of Policy

This policy would conservatively forecast the FY 10-11 TOT projection as the same as actual TOT receipts received for the 12-month period (April 2009 to March 2010). The April 2009 to March 2010 period extends through the depth of the recession and the slow recovery period. Since the original Budget Policy Decision was written additional tax returns have been received for April 2010. Using the May 2009 to April 2010 data the proposed budget projection is actually \$187,708 or 1.8% less than the April to March reporting period. According to STR Global, a hotel industry forecaster, the U.S. hotel industry is projected to increase revenues 5.4% in 2011. In spite of that positive forecast, the Town projection represents a negative growth of 1.8% for TOT revenue.

Budget Implication if Included/Not Included

A conservative TOT revenue projection will allow any excess revenue to be allocated to Town reserves at the end of the FY 10-11 year, if there is a return to TOT growth as forecasted by hotel industry economists. If the TOT projection is increased now and expenditures are proposed to increase/sustain services, but the TOT revenue does not materialize, the Budget will recognize a shortfall.

Level of Service/Productivity/Fiscal Stability Gained or Lost

TOT revenue is the Town's largest generator of General Fund revenue and is therefore the primary funding source for Town services. A conservative TOT forecast allows the Town to maintain existing services and provides an opportunity for surplus revenues to increase reserves at the end of the year.

If TOT revenues are forecasted too conservatively, services levels would be reduced and the community would receive fewer services than what have been received in the recent past.

Alternative(s) Analysis

- 1) If TOT projections are increased, enhanced service levels or increases to the REU could be budgeted. This would reduce the likelihood of an end-of-the-year surplus.

- 2) A second alternative is to decrease the conservative TOT projection to be less than what was received during the recession and reduce service levels to the new projected revenue level. This would increase the likelihood of end of the year revenue surplus, but would deprive the community of services at the current level.

Lifecycle Cost Implications

The TOT projection does not have a lifecycle cost, but if projections are volatile from year to year, the Town will have greater challenges matching service level costs to revenue projections. This would make strategically 'right sizing' (whether downsizing or growing) of the organization more difficult.

Staffing Requirements

TOT revenue is a major funding source for most services that the Town provides and reduced revenues would require lower service levels or staffing.

Manager's Recommendation

Use the value of actual TOT receipts from the April 2009 to March 2010 as the estimate for the 2010-11 Budget.

Budget Policy Decision #3

Issue: Sales Tax Revenue Projection

Included in Draft Budget: YES

Strategic Initiative: Fiscal Stability

Description of Policy

Sales Tax is the 3rd largest generator of General Fund revenue and is projected in two parts ('triple flip' and local tax). The 'triple flip' represents 25% of the entire sales tax amount and is distributed based on the State's estimated growth in sales tax plus a payment that 'trues-up' the prior year payment. The combined sales tax projection represents 2% growth over FY 09-10, but 5% less than what the State is projecting in sales tax growth.

Budget Implication if Included/Not Included

A reasonable Sales Tax revenue projection based on best available growth factors published by the State is the best available tool to predict actual Sales Tax receipts and contributes to the Town's ability to maintain service levels. Significant increases/decreases to the projections increase the likelihood that actual receipts would be significantly different from projections.

Level of Service/Productivity/Fiscal Stability Gained or Lost

A reasonable revenue projection provides the ability for the Town to provide the community with appropriate service levels based on funding and strengthens fiscal stability.

An aggressive or overly conservative revenue forecast increases the likelihood of significant differences between projection and actual revenues and also creates a disconnect between funding and service levels.

Alternative(s) Analysis

The alternative would be to increase/decrease revenue projections and to change service levels to the same degree; this would change the level of service levels but would not change the actual revenue received throughout the fiscal year.

Lifecycle Cost Implications

The Sales Tax projection does not have a lifecycle cost, but if projections are volatile from year to year, the Town will have greater challenges

matching service level costs to revenue projections. Providing reasonable revenue projections based on best available data allows the Town to maintain the appropriate service levels for the community.

Staffing Requirements

Sales Tax revenue is the third largest General Fund revenue source and provides funding for services in most Town departments. The Board of Equalization processes and collects sales tax revenue and charges the Town a quarterly administrative charge.

Manager's Recommendation

Set the local sales tax projection at \$1,262,570 and the "triple-flip" projection at \$403,144, based upon a 5% discount of State estimates.

FY2010-11 Measure R Funding Included in the Proposed Budget

Measure R	Grant Amount	FY2010-11 Awarded	Applied, Pending Approval
Wayfinding PR-13 (Construction) Measure R	\$50,000	\$50,000	
Ice Rink Improvements PR-02B (Design & Contstruction) Measure R	\$55,000		\$55,000
Tennis Courts Design PR-12 (Design) Measure R	\$30,000		\$30,000
Community Center Park (Construction) Measure R	\$75,000	\$55,000	\$20,000
Total Measure R Funding	\$210,000	\$105,000	\$105,000

FY2010-11 Proposed Budget Capital Outlay

	Computer Equipment- Hardware	Computer Software	Office Equip & Furniture	Machinery & Equipment	Street Sign Replace ment	Road Rehab	Asset Acquisition	Machinery & Equipment
Town Management	1,200							
Town Clerk	2,000							
Finance Department	3,500	5,910						
Information Systems	13,000	8,000						
DMO	5,000	1,000	1,000	1,000				
*Community Development		32,000						
Whitmore Pool & Rec Area				5,000				
*Engineering	2,000	15,000						
Street Maintenance					5,000	745,000		
Snow Removal				2,500				
Summer Equipment Garage				2,500				
Winter Equipment Garage				6,000				
**Public Art							45,000	
***Garage Replacement Garage	1,000			4,000				193,595
Totals	27,700	61,910	1,000	21,000	5,000	745,000	45,000	193,595

Community Development and Engineering share Bill Quick/Sales Force software for billing and project time tracking.

**The \$45,000 shown in Public Art is for the Town entrance Gateway Monument.

***The \$193,595 shown in Garage Replacement is for equipment debt service payments.

FY2010-11 Grant Awards Included in the Proposed Budget

	Grant Amount	FY2010-11 Awarded	Applied, Pending Approval
Police Services		FY2010-11	FY2010-11
*COPS CHPR-Federal Stimulus	\$412,736	\$142,822	
*Byrne Memorial Grant	\$16,958	\$1,046	
Byrne Narcotic Grant (Passed through Mono County)	\$9,000	\$9,000	
CALMET Police Grant (Passed through Mono County)	\$133,000	\$133,000	
School Resource Grant (Social Services) (BPD #18)	\$55,000		\$55,000
Total Police Services	\$626,694	\$285,868	\$55,000

Community Development			
United States Forest Service-Green Sticker			\$10,000
*Sierra Nevada Conservancy (SNC) Lakes Basin Study	\$196,000	\$73,880	
*Community Based Transportation Planning (CBPT)	\$75,000	\$43,000	
*Sierra Nevada Conservancy (SNC) Trails Master Plan	\$185,535	\$130,000	
*Urban Green Planning Grant (BPD #21)	\$174,025		\$75,000
*Community Based Transportation Planning (CBPT-2)	\$165,000		\$66,000
Total Community Development	\$795,560	\$246,880	\$151,000

Airport Enterprise			
**FAA Entitlement Award	\$1,000,000		\$1,000,000
Total Airport Enterprise	\$1,000,000		\$1,000,000

Capital Projects

Lake Mary Road Bike Lane ST-05 (Construction)			
*State STIP	\$9,139,347	\$2,463,540	
*Federal TE	\$2,634,653	\$450,555	
*US Forest Service Grant	\$450,000	\$300,780	
Lake Mary Completion ST-05a (Construction)			
*US Forest Service (ARRA)	\$210,000	\$92,500	
Airport Access AP-03 (Right of Way/Land Acquisition)			
*State STIP	\$222,000	\$53,000	
SR2S Tavern Road ST-44 (Design)			
State Safe Route to School Grant	\$531,990	\$49,500	
Safe Route to School-Sierra Park Gap ST-38 (Design)			
*Federal Safe Route to School Grant	\$749,105	\$362,278	
Meridian Boulevard Project ST-23 (Construction)			
ARRA-2 (Applied, Federal-Award Pending)			\$3,000,000
Lakeview Road ST-15 (Design)			
*Highway Safety Improvement Grant (HSIP)	\$603,900	\$253,800	
Wayfinding PR-13 (Construction)			
*USFS Lands Wayfinding	\$68,000	\$40,000	
Measure R	\$50,000	\$50,000	

Continued on next page

	Grant Amount	FY2010-11 Awarded	Applied, Pending Approval
Capital Projects			
Twin Lakes Trail Head ST-43 (Construction) *ARRA/TE Grant	\$184,560	\$150,000	
Library-College Connector Path ST-39 (Design) Bicycle Transportation Grant (BTA)	\$90,000		\$90,000
Sherwin Street Bridge ST-40 (Design & Construction) *Environmental Enhancement & Mitigation Grant (EEM)	\$260,000	\$247,000	
Boiler Replacement GF-15 (Design & Construction) *California Energy Commission (CEC) Grant	\$41,646	\$41,646	
Ice Rink Improvements PR-02B (Design & Construction) Measure R	\$55,000		\$55,000
Tennis Courts Design PR-12 (Design) Measure R	\$30,000		\$30,000
Community Center Park (Construction) Measure R	\$75,000	\$55,000	\$20,000
Total Capital Projects	\$15,395,201	\$4,609,599	\$3,195,000
Total Grant Awards-All Funds	\$17,817,455	\$5,142,347	\$4,401,000

*Awards span more than one fiscal year, both prior and future years.

**We have received verbal confirmation from the FAA that we would receive the full \$1,000,000 for the Federal FY2010-11.

Budget Policy Decision #32

Issue: Contract with High Sierra Energy Foundation

Included in Draft Budget: YES

Strategic Initiative: A Leader in Environmental Sustainability

Description of Policy

Allocate the \$25,000 in the Council Discretionary Account to the High Sierra Energy Foundation contract.

Budget Implication if Included/Not Included

Historically the High Sierra Energy Foundation contract has been funded from the Council Discretionary Account. If the contract is funded the programs being administered by HSEF on behalf of the Town will continue (see attached report from HSEF). If not, most of the programs will be terminated. If the contract is funded there will be no money left in the Council Discretionary Account for other programs unless the account is increased as part of the budget process.

Level of Service/Productivity/Fiscal Stability Gained or Lost

Gain: Several years ago the Town Council determined that it would be more efficient to contract with HSEF to administer projects and programs related to energy conservation than to hire more Town staff or to assign this work to an existing staff member as a collateral duty. The contract has been reviewed regularly and the funding continued.

Alternative(s) Analysis

The Town Council can:

1. Fund the contract at the current level of \$25,000.
2. Fund the contract at a different level.
3. Choose not to fund the contract and assign the duties to existing staff as a collateral assignment.
4. Choose not to fund the contract and discontinue the programs.

Lifecycle Cost Implications

HSEF has been able to leverage the Town contract funds by obtaining funding through various grants, and is now working through the Eastern Sierra Council of Governments to bring in funding from other agencies in the region. Next years program includes measures to reduce energy

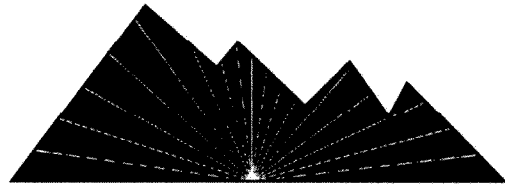
consumption in Town facilities. Therefore, the cost is somewhat offset by savings from implementation of the programs.

Staffing Requirements

The contract obviated the need to assign Town staff to these programs. Staff does meet bi-weekly with HSEF and monthly with SCE to monitor the programs. This monitoring effort can continue without having a material impact on other work efforts.

Manager's Recommendation

It is recommended that the Town Council approve option 1: Fund the contract at the current level of \$25,000 from the Council Discretionary Account.



HIGH SIERRA ENERGY FOUNDATION

DATE: June 30, 2010

TO: Town of Mammoth Lakes Town Council

CC: Rob Clark

FROM: Rick Phelps
Office: (760) 934-4650

SUBJECT: Supporting Information for "Agreement between the Town of Mammoth Lakes and the High Sierra Energy Foundation for Energy Program Development, Administration and Support"

Activities planned through June 30, 2009, subject to CPUC approval of pending SCE Rate Case:

- (a) *Preparation of a strategic plan to implement the Council's resolution.*
- This plan was distributed to the Council a few weeks ago and integrated all of the Town's energy goals.
- (b) *Initiate development of recommendations on projects and regulatory changes necessary to facilitate the strategic plan, to establish improved energy conservation standards, and to incorporate renewable energy sources such as geothermal and PV Solar.*
- The new partnership agreement between the ESCOG and SCE has provisions for developing "reach" goals for energy efficiency that may prove beneficial to not only Mammoth Lakes, but also Bishop and Mono and Inyo counties.
 - We will continue to work with multifamily buildings to retrofit common area lighting working through SCE.
 - We plan to initiate another round of small business "direct-install" retrofits, which allow small businesses to receive lighting retrofits at no charge, although the timing is uncertain.
 - We will continue to support projects on an *ad hoc* basis, such as supplying Mammoth Lakes Housing's Aspen Village Townhomes with CFLs.

- We will continue to work with Iceland America Energy ("IAE") on the development of a geothermal heating district pursuant to the existing MOU between the Town and IAE.
- (c) *Develop the basic elements of an energy conservation and renewable energy education program for the community at large and key constituencies.*
- Through the SCE partnership, we will continue our weekly "Did you know?" advertising campaign in the print media and on radio.
 - Working with Mammoth Middle School, we will complete the third year of the Living Wise© water and energy program in 6th grade earth science classes, sponsored by the SCE partnership and MCWD.
 - We will begin to implement California's "Flex Your Power Program," as we were just named their local partner.
 - With MCWD and MMSA we will sponsor Earth Day activities.
- (d) *Undertake fundraising and acquiring grants and other assistance in support of projects identified in the strategic plan and otherwise to support renewable energy and energy efficiency in the Town of Mammoth Lakes.*
- We submitted a grant request to California's "Flex Your Power Program" and were just awarded a \$12,000 restricted grant.
 - By March 31, we will complete a grant from the CEC on "Structuring a geothermal heating district for the Town of Mammoth Lakes."
 - On February 27th we submitted a \$ 950,000 grant request to the CEC in response to their solicitation for Renewable Energy Secure Communities (RESCO) projects.
 - The partnership with SCE in an ongoing source of funding for projects, education and outreach, including advertising.
 - We will be seeking continued contributions from Iceland America Energy.

STATUS REPORT: Agreement between Town of Mammoth Lakes & HSEF: June 15, 2010

Agreement Purposes	Activities		
	Projects	Publications	Education & Outreach
<i>Preparation of a strategic plan to implement the Council's resolution.</i>		<ul style="list-style-type: none"> • Plan distributed to Council in early 2009 	<ul style="list-style-type: none"> • Plan is consistent with Town's 2009 budget strategy of becoming "A Leader in Environmental Sustainability" • Through the partnership with SCE conduct Title 24 classes for contractors and government building officials
<i>Initiate developments on projects and regulatory changes necessary to facilitate the strategic plan, to establish improved energy conservation standards, and to incorporate renewable energy sources such as geothermal and PV Solar</i>	<ul style="list-style-type: none"> • In the third quarter of 2010 we will be working with the CEC and the consultant EnergySoft to test CEC's model for an Alpine climate-adjusted Title 24 -- funded through the partnership with SCE • Responding to inquiries from pending development projects in Mammoth Lakes regarding renewable sources; facilitating communication with technical resources and contractors • Facilitating retrofit of lighting in Town buildings (\$9,000 savings) 	<ul style="list-style-type: none"> • <i>Mammoth Energy Smart</i> that addresses building issues in our unique climate • <i>Energy Answers for Today</i> explains renewable options that might be pursued • Both publications available in information kiosk in the entrance to Town offices 	
<i>Develop the basic elements of an energy conservation and renewable energy education program for the community at large and key constituencies</i>	<ul style="list-style-type: none"> • Manage the LivingWise© for 6th grade earth science students with funding from MCWD and SCE • Implemented the State of California Flex Your Power program in Mammoth Lakes in 2009 and 2010; will be re-branded in 2010 and we anticipate a continuing relationship 	<ul style="list-style-type: none"> • Distribute annually over 100 energy and water conservation kits to students and their parents as part of the LivingWise© program • Work with the Mammoth Middle School Science Club and 6th, 7 & 8 grade students to create Flex Your Power teams to promote energy efficiency and conservation during their outreach efforts 	<ul style="list-style-type: none"> • Ongoing activities conducted by HSEF with Town as co-sponsor: <ul style="list-style-type: none"> - <i>Green Sheet</i>, including regular column - Earth Day - Town Tree Lighting & LED exchange - Events in town and at The Village - Energy efficiency advertising on radio and in <i>The Sheet</i> and <i>Mammoth Times</i> (10+ times/weekly) - Interviews and articles as, appropriate
<i>Undertake fundraising and acquiring grants and other assistance in support of projects identified in the strategic plan and otherwise to support renewable energy and energy efficiency in the Town of Mammoth Lakes</i>	<ul style="list-style-type: none"> • Negotiated and contracted with SCE to manage the Eastern Sierra Energy Initiative (\$330,000 + \$300,000 potential incentives) • Received State Funding for implementing Flex Your Power in the High Sierra • Working with Mono County to obtain SCE "Strategic Planning" to 	<ul style="list-style-type: none"> - <i>Continued from Projects column:</i> be awarded SCE "strategic Planning" funds • Obtained \$10,000 in funding from Mono County for 2010 and requesting \$25,000 for 2010-2011 	

BUDGET POLICY DECISION 28

ISSUE: Workforce Housing

DESCRIPTION: The Workforce Housing Department contains expenditures funded by the 1% set aside of TOT for Workforce Housing. At its May 6, 2008 meeting the Board of Directors of Mammoth Lakes Housing held a preliminary discussion of the items in this budget. Further discussion and recommendations will be discussed at the June Board meeting.

JUSTIFICATION: The Board reviewed a preliminary budget for Mammoth Lakes Housing. The budget was very tight, and showed a potential deficit of \$26,550. A couple of things may impact that budget. State action is expected on a grant application by June that includes \$75,000 for administration. Also, Mono County is considering a major increase in the services they fund through Mammoth Lakes Housing. In addition a series of questions were raised for further discussion:

- Should the MLH contract with the Town be increased by 15%?
- Should MLH bill private developers for review of Housing Mitigation plans (estimated revenue is over \$20,000 per year)?
- Should the Town continue to charge staff time dedicated to workforce housing to this budget?
- Should the common area maintenance fees and utilities associated with the L'Abri Apartments continue to be charged to this budget?
- Should this budget continue to be used to fund housing loans for Town employees who are first time responders?
- Should the update to the Housing Element be charged to this fund again, and if so is the amount proposed excessive?

OPTIONS: Option #1: Approve the workforce housing budget as proposed.

Option #2: Modify the expenditures within the workforce housing budget, but do not transfer any of the expenses to the General Fund.

Option #3: Modify the expenditures within the workforce housing budget, and fund some items through the General Fund and fund with the Reserve for Economic Uncertainty, or choose not to fund some of the expenditures at all.

**MANAGER'S
RECOMMENDED**

ACTION: Defer action on the proposed Workforce Housing budget until final recommendations are received from the Mammoth Lakes Housing Board of Directors.

Council directed that the cost of the transitional work force housing (L'Abri) and any associated rent be moved from the Housing Fund (465) to the General Fund (001).

Tourism & Marketing

Resort Programming-Special Events

Expenditures:

Acct No.	Account Title	Adopted Budget 2008-09	Adopted Budget 2009-10	Department Request 2010-11	Adopted Budget 2010-11
51	Personnel Services	\$ 5,912	\$ -	\$ -	
52	Supplies	\$ 5,380	\$ 1,130	\$ 1,130	
53	Other Services	\$ 12,270	\$ -	\$ 28,200	
	Fishing Enhancement	\$ 60,000	\$ 60,000	\$ 60,000	
	Fireworks Display	\$ 28,000	\$ 28,000	\$ 29,000	
54	Capital Outlay	\$ 1,300	\$ -	\$ -	
55	Special Events	\$ 123,700	\$ 40,500	\$ 41,500	
	Total	\$ 236,562	\$ 129,630	\$ 159,830	\$ -

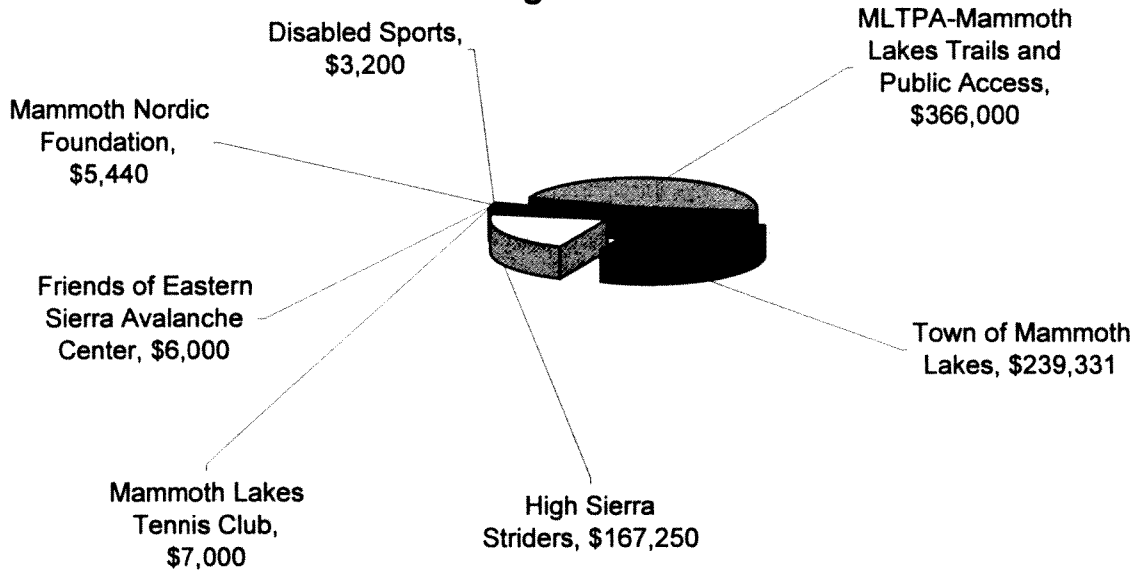
Supplies of \$1,130 and Other Services of \$28,200 are for supporting special event costs that may include contractual services, printing, postage and costs associated with enhancing special events.

Participation in the fishing enhancement program and fireworks display are \$60,000 and \$29,000.

\$41,500 Special Events is similar to what was budgeted in the prior year for 4th of July Block Party, support for other 4th of July activities and development of special events.

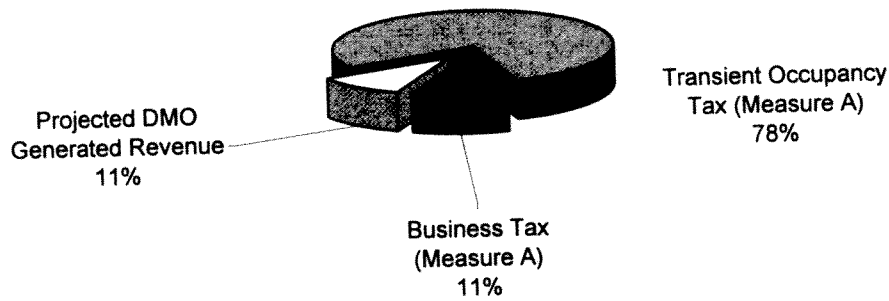
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Measure R Funding Award Totals Since May 2009 Through Fall 2009



Mammoth Lakes Trails and Public Access (MLTPA)	
Contractual Services	\$366,000
Town of Mammoth Lakes	
Bike Racks	\$4,000
CEQA	\$25,200
Trail Program Enhancements	\$42,631
Community Center Playground	\$55,000
Trails (Environmental Scoping)	\$32,500
Trails Signage	\$80,000
High Sierra Striders	
Mammoth Track Project	\$167,250
Mammoth Lakes Tennis Club	
Tennis Courts Rehabilitation	7,000.00
Friends of Eastern Sierra Avalanche Center	
Mammoth Lakes Beacon	6,000.00
Mammoth Nordic Foundation	
Ski Trail Grooming	5,440.00
Disabled Sports	
Whitmore Pool 'pool lift'	3,200.00

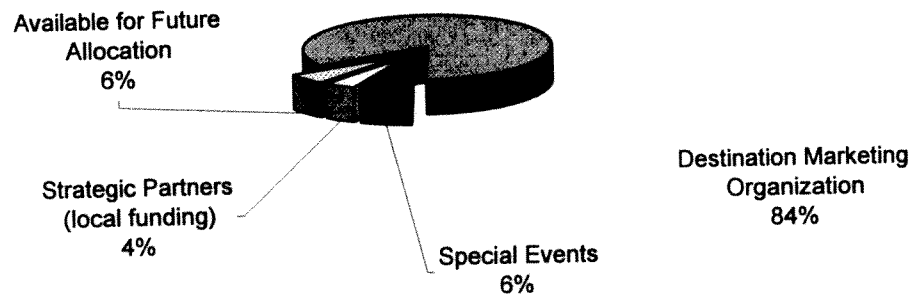
TOURISM AND MARKETING FUNDING FISCAL YEAR 2010-11



Where does the money come from?

Transient Occupancy Tax (Measure A)	\$ 1,955,253
Business Tax (Measure A)	\$ 270,989
Projected DMO Generated Revenue	\$ 266,313
Total	\$ 2,492,555

TOURISM AND MARKETING EXPENDITURES FISCAL YEAR 2010-11



Where will the money go?

Destination Marketing Organization	\$ 2,087,001
Special Events	\$ 159,830
Strategic Partners (local funding)	\$ 107,000
Available for Future Allocation	\$ 138,724 *
Total	\$ 2,492,555

* The \$138,724 available for future allocation is generated from projected FY 10-11 TOT revenues and can be included in the Destination Marketing Organization funding.

Special Events and Strategic Partners funding may also be channeled to the Destination Marketing Organization if Council approves the Destination Marketing Organization taking on the responsibility for those tasks.

	Full Time Staff Binding Contractual Employee Agreements			Full Time Staff Mutually Modified Employee Agreements			Annual Savings	Aggregate Savings
	Salary	Benefits	Total	Salary	Benefits	Total		
FY 2010-11	7,085,728	4,649,814	11,735,542	6,799,185	4,414,435	11,213,620	521,922	521,922
FY 2011-12	7,342,199	4,716,466	12,058,665	7,054,904	4,579,708	11,634,612	424,053	945,975
FY 2012-13	7,677,968	4,952,205	12,630,173	7,411,239	4,830,151	12,241,390	388,783	1,334,758
FY 2013-14	7,899,795	5,165,616	13,065,411	7,442,740	4,956,708	12,399,448	665,963	2,000,721

The original Memoranda of Understanding or the 'Binding Contractual Employee Agreements' term's lapsed sooner than the new 'Mutually Modified Employee Agreements'. Therefore, COLA's were assumed at 2.5% for the extended term of the 'Binding Contractual Employee Agreement' to match the comparable FY periods. All of the other benefit costs are the same for both projections.

Preparation of Re-Investment Strategy

Budget Policy Decision #19

Part of the 2010-11 work program that is due in June 2011

Budget Policy Decision regarding preparation of a revised budget format will be presented to Council for the July 11, 2010 meeting.



Mr. Robert Clark
Mr. Brad Koehn
On behalf of the Town of Mammoth Lakes

June 30, 2011

Via email

Gentlemen,

Pursuant to our recent conversations, this introduces a proposal between MTRiP LLC (Contractor and the Town of Mammoth Lakes (Client), the objective of which is to provide independent third party review and comment related to the Town of Mammoth Lakes' 2010-2011 draft budget. In the interest of time, the Proposal is written in a draft Agreement format to allow for quick startup. Further, the body of the Proposal is supported by an Attachment (A), Plan of Work (proposed), which includes proposed implementation, a draft calendar, internal responsibilities, and an estimated time budget upon which our proposal is based.

We understand you will be reviewing this document internally and then making recommendations to the Town Council shortly thereafter. Please don't hesitate to contact us with any questions or concerns that you might have; we invite your questions and comments and anticipate working together on final refinements as appropriate.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tom Foley', with a horizontal line drawn underneath.

Tom Foley
Director of Operations
Mountain Travel Research Program

N-1

Proposal

This Proposal has been created to set the terms of an Agreement between MTRiP LLC (Contractor) and The Town of Mammoth Lakes (Client), to become effective upon the date of its execution.

OBJECTIVE: The objective of the assignment is to provide independent third party review and comment on the Town of Mammoth Lakes' budget for their fiscal 2010-2011 year, specifically with regards to projections of the Town's Transient Occupancy Tax and Sales Tax collections.

METHODOLOGY: MTRiP, with the support of RRC Associates, proposes a process further described in the Plan of Work, Attachment A, and summarized as follows:

1. Review the current draft budget for 2010-2011, along with its supporting data, including the process used and assumptions.
2. Evaluate historic trends in Sales and Transient Occupancy tax revenues in Mammoth, relative to comparable communities and prevailing economic context
3. Evaluate (to extent significant) secondary factors in the local Mammoth Lakes economy which may influence TOT and sales taxes, including local resident spending, construction, changing airline programs, impact of local Mammoth business failures, skier visits, lodging occupancy trends, etc.
4. Assess sales tax & TOT revenue history and budget forecasts of at least two other mountain destinations similar to Mammoth. Conduct interviews with key staff, so as to understand forecast methodology and assumptions. Summarize results and compare to Mammoth Lakes.
5. Provide an outlook of market conditions and economic forecasts based on available data from sources most applicable to the Mammoth situation. Data referenced are likely to include general economic forecasts, lodging industry forecasts, and (to the extent available) advanced booking data.
- 6.-9. Summarize above data, analysis, and draft conclusions into a rough outline format, then further refine into a Summary of Findings (suitable for inclusion in Council Packets), and a more complete presentation of findings in PowerPoint format, for subsequent presentation to Town Council.

Presentation-related expenses are provided, assuming a personal presentation by Tom Foley, MTRiP analyst and Director of Operations, inclusive of related travel time and expenses.

FEES AND EXPENSES:

Proposed Fees Total Fees are in the amount of \$9,250 based on the Plan of Work in Attachment A, and will be payable in two installments, the first upon execution of this Agreement and commencement of work, the second representing final payment, upon submission of completed Results.

Expenses: Will be charged at the costs incurred, for such travel to Reimburse Contractor (at the actual costs incurred) for any/all expenses incurred in conjunction with the performance of this Agreement, the estimated amount of which is \$955. Time related to Travel between Mammoth Lakes and our Ferndale, Washington offices will be charged at actual time incurred at MTRiP's retail consulting rate. Any additional anticipated expenses will be submitted for pre-approval before being incurred.

Note: Fees and expenses have been calculated based on the assumption that Client will make their management and staff available as reasonably requested, and will provide any/all information that may assist Contractor in the performance of its duties.

CONTRACTOR RESPONSIBILITIES: Contractor will provide Services to Client, toward the accomplishment of the Results, by using reasonable efforts to accomplish the Tasks, as further described in Attachment A: Plan of Work. Services will be overseen and performed by Tom Foley and/or by David Becher, RRC Associates, operating in the capacity of subcontractor, unless otherwise designated. Reasonable efforts will be made to perform designated Tasks in a timely and professional manner, subject only to pre-existing commitments, and to the extent that time, funding and staff resources allow.

CONTRACTOR QUALIFICATIONS: Overall project will be overseen by Ralf Garrison, Principal of MTRiP, the Mountain Travel Research Program, in association with Dave Becher, RRC Associates, and select staff members. Both MTRiP and RRC have extensive experience and qualifications in the area of destination mountain resort research and related economic analysis. Because both organizations are already in possession of a significant amount of relevant data, they offer unique qualifications that will allow work to be performed within the parameters set by the scope of work. Additional information about both MTRiP and RRC are provided in Attachment B: Contractor Qualifications.

TERMS AND CONDITIONS:

- A. Term: This Agreement will commence upon its execution and conclude once the Plan of Work has been completed and all related payments made, or by mutual agreement.
- B. Billing Procedures:
 - 1. Fees will be billed as described above, are due upon receipt and become delinquent if not received within 15 days.
 - 2. Expenses will be charged at the actual costs incurred, and will be invoiced monthly, shortly after the end of each month. Contractor does not charge for office related expenses or communications related costs, excepting under special circumstance and with prior approval.
 - 3. Travel time and related mileage will be based on actual time and mileage from Contractor's respective Denver, Boulder or Washington State Corporate Offices per IRS mileage guidelines.
- C. Modification/ Cancellation: This Agreement may be modified, extended or cancelled, only by mutual agreement. In the event of cancellation any authorized work will be wound down, delivered, billed and paid in an orderly manner.
- D. Confidential Information: All information provided to Contractor shall be treated as Confidential Information and shall not be disclosed to third parties without Client's prior written consent. Draft reports, final reports, requests for information and any other documents shall only be submitted to Client for Client's review and comments and shall not be provided to any third party without Client's prior written consent. Contractor shall require any subcontractors to comply with this Confidentiality provisions.
- E. Competition: Contractor will not compete directly with client, or offer employment to any of Client's staff during the term of this Agreement or for a period of at least one year thereafter.
- F. Conflicts of Interests: Client understands that Contractor has pre-existing relationships with many individuals and businesses, and owns/operates several related businesses that could represent conflicts of interest; among these are other Advisory Contractor clients, the Mountain Travel Symposium, the Central Reservations Association of Destination Resorts, the Mountain Travel Research Program, and ongoing work that RRC Associates performs for Mammoth Mountain Ski Area and selected Mammoth

Lakes lodging properties. Contractor shall be prohibited from discussing this Contract or any information obtained or observed during the performance of work by Contractor hereunder with any such entities without Client's prior written consent.

- G. Independent Contractor: Contractor is a Colorado Corporation, and will operate as an independent contractor.
- H. Venue: The laws of the State of Colorado, Denver County, will govern this document.
- I. Dispute Resolution: Any disagreements or misunderstanding resulting from this agreement will be submitted to mediation, and then accelerated arbitration, in accordance with the American Arbitration Association, Denver Chapter. All legal and settlement costs will be the responsibility of the prevailing party.

Understood and agreed, this _____ day of _____, 2010

Authorized Representative
Client

MTRiP LLC
Ralf Garrison, Director

11-4/

Attachment A: Plan of Work

#	CATEGORY	DESCRIPTION	CALENDAR	LEAD
PROPOSAL DEVELOPMENT & ADMINISTRATION				
a	Proposal	Mammoth Town Staff review and internal recommendations	06/30/10	Rob/Brad
b	Proposal	Presentation to Council and approval	06/30/10	Rob/Brad
c	Agreement Admin	Conclude Agreement	07/01/10	Ralf/Rob
d	Agreement Admin	Interim update meetings during the process at times to be determined by mutual agreement	TBD	All
DATA COLLECTION				
1	Data Collection - Town Assumptions	Understand and document budget forecasts and assumptions via interview with Mammoth Town Staff		MTRIP / RRC
2	Data Collection - Town Bgt Data	Evaluate historic trends in Sales and Transient Occupancy tax revenues in Mammoth, relative to comparable communities and prevailing economic context		MTRIP / RRC
3	Data Collection - Other Mammoth Activity	Evaluate (to extent significant) secondary factors in the local Mammoth Lakes economy which may influence TOT and sales taxes, including local resident spending, construction, changing airline programs, impact of local Mammoth business failures, skier visits, lodging occupancy trends, etc.		MTRIP / RRC
4	Data Collection - Other Resort Towns	Assess sales tax & TOT revenue history and budget forecasts of at least two other mountain destinations similar to Mammoth. Interview key finance staff to understand forecast methodology and assumptions. Summarize results and compare to Mammoth Lakes.		MTRIP / RRC
5	Data Collection - Economic Forecast	Provide an outlook of market conditions and economic forecasts based on available data from sources most applicable to the Mammoth situation. Data referenced are likely to include general economic forecasts, lodging industry forecasts, and (to the extent available) advanced booking data.		MTRIP / RRC
ANALYSIS AND REPORTING				
6	Data Analysis	Summarize resulting data, analysis, and draft conclusions in rough outline form.		MTRIP / RRC
7	Deliverables -Summary	Create brief written executive summary to be delivered for inclusion in Council packets prior to subsequent presentation		MTRIP
8	Deliverables - Presentation	Create a supporting presentation (PowerPoint) for presentation to Council and employees group.		MTRIP

9	Deliverables - Presentation	Presentation to Town Council and separately to employees group in two separate events during same day and including travel to/from Mammoth *		MTRIP
TRAVEL				
10A	Travel Costs	Time related to travel to and from Mammoth Lakes from Denver *	TBD	
10B	Travel Costs	Actual travel costs to be billed as incurred for air, car, lodging, meals	TBD	
OPTIONAL ITEMS (POST- PRESENTATION)				
11	Deliverables - Optional 1	Optional written report (post presentation), including presentation and such supporting data as was gathered in the process. (EXCLUDE?)	TBD	MTRIP
12	Deliverables - Optional 2	Optional observations and recommendations (post presentation) related to considerations about future planning, budgeting and forecasting methodologies for consideration going forward.	TBD	MTRIP / RRC

** Calendar details to be determined by mutual agreement once Agreement is concluded.



OFFICE OF TOWN MANAGER

Robert F. Clark, Town Manager

P.O. Box 1609, Mammoth Lakes, CA 93546

DRAFT MEMORANDUM

To: Town Council
Recreation Sub-Committee
From: Robert F. Clark, Town Manager *RFC*
Subject: Recreation Funding (Budget Policy Decision #29)
Date: June 30, 2010

Introduction

As part of the budget process staff is proposing a significant increase in the General Fund contribution to recreation beyond what was included in the proposed budget. The purpose of this memorandum is to address how we leverage this money, and all the other resources available, to deliver *the most recreation capacity possible*.

This memorandum suggests concepts that will require further review by the Town Council, Tourism and Recreation Commission, Measure R Steering Committee, and others. There is no intent to change the current process in the short term.

Background

At a workshop with the Tourism and Recreation Commission on June 3rd, the Town Council received recommendations from the Commission regarding the structure of the Recreation Department. The Council directed staff to analyze the proposal, the options described in Budget Policy Decision #29, and other potential options, for consideration by the Town Council as part of the budget process. At the June 16th meeting, the Town Council discussed a Recreation Vision and Policy Development concept (attached) and directed staff to use the concept to:

1. Inform discussion of the budget policy decision,
2. Discuss the future role of the Commission, and
3. Initiate a full body of policy development regarding where the Town is going with Recreation and how.

The questions and issues above build on work completed earlier in the year by the Mammoth Regional Recreation Council (MRRC). The Recreation Vision, Mission, and Strategies contained in the Plan describe what the Town wants to achieve. This report is focused on how to take the funding tools and other resources available to the Town in the next few years to implement the Plan.

Analysis

The main goal of the discussion is to find the best way to *expand the recreational capacity* of the Town. All of the participants in these discussions believe that there is untapped potential to provide more recreational opportunities to our residents and visitors. Increasing recreational capacity contributes to the economy by making Mammoth Lakes more competitive with its peer resorts. This report considers four potential concepts for using the additional General Fund contribution and other resources to expand recreation capacity. The four concepts are:

1. Focus on recreational capital improvements.
2. Focus on recreational programming.
3. Increase staff for management and planning.
4. Implement some combination of the above.

All four concepts assume that the Town Council will increase the amount of resources dedicated to recreation from that which is included in the proposed budget for FY 2010-11.

Concept 1: Certificate of Participation Issued to Fund New Facilities

This concept uses Measure "R" to fund a *major leap forward* in new facilities by issuing debt and then leveraging the proceeds with Forest Service grants and private donations. This strategy is much like what happened early in the Town's history when Shady Rest Park and Mammoth Creek Park were built.

In order to maximize the effect, all of the Measure "R" proceeds need to be dedicated to the certificate of participation, and the increased General Fund contribution needs to be used for the maintenance and restoration activities that might otherwise have come from Measure "R". We also need to address deferred maintenance of the pool, ice rink, and parks.

In the example below Measure "R" proceeds are used to pay debt service on a \$9 million certificate of participation. Furthermore, it is assumed that the Town will be able to get cost share challenge grants from the Forest Service (which require a 50:50 match) and private donations for the Track to leverage the bond proceeds.

	(COP)	Forest Service Challenge Grant	Private Donations, Grants	Total
New Facilities				
SHARP Trails (2)	\$ 5,000,000	\$ 2,000,000		\$ 7,000,000
Track	\$ 1,000,000		\$ 800,000	\$ 1,800,000
Tennis Facility	\$ 500,000			\$ 500,000
Snow creek Field House	\$ 1,500,000		\$ 1,000,000	\$ 2,500,000
Synthetic Field	\$ 1,000,000		\$ 500,000	\$ 1,500,000
Total	\$ 9,000,000	\$ 2,000,000	\$ 2,300,000	\$ 13,300,000

The actual size and uses of the COP and the availability of Forest Service and private sector leveraging would need to be discussed further through a public process.

Concept 2: Increased General Fund Contributions to Recreation & Trails Programs

This concept is focused on funding a major increase in programs and activities sponsored by the Town. The goal is to increase occupancy by animating the resort. It assumes that Measure "R" will continue to be allocated as received through a grant type process, but that the Town Council will allocate the additional General Fund contributions for recreation and trails programs. Some of the programs for which interest has been expressed in the past include:

- Increased sidewalk snow removal
- Support local sports organizations
- Host regional sports tournaments
- Increased Nordic grooming and activities
- Support sporting events (running, biking, triathlon, etc.)

The actual decision about which programs to fund will need to be determined through a public process based on specific programming goals derived from the Plan.

Concept 3: Increased Funding for Recreation Management & Planning

Recreation is a multi-department function in every City. There are important administrative needs, financial issues, planning matters, and capital projects all of which require the expertise and resources of departments other than recreation. It is agreed that in the recent past the TRC has not been involved in important decisions relating to recreation, and that certain projects assigned to recreation have floundered because resources needed from other departments were not applied. This is not the fault of the TRC, but is a critical organizational management issue that must be addressed.

The Tourism and Recreation Commission is proposing that the positions of Recreation Director and Recreation Planner be added to the budget. The paramount concern is that they believe there needs to be someone in the organization who is a champion for recreation (internally with other Town departments, and externally with other agencies). By having a champion (and internal planning capacity), recreation will be able to garner more attention from other departments and more resources from other agencies.

TRC could be significantly strengthened and empowered by:

1. The work program for the reconstituted Parks, Recreation, and Trails Commission needs to include projects that are staffed by all departments, not just those specifically assigned to the Recreation Department. As part

of that, staff members from all relevant departments need to be available to the Commission to provide updates and status reports.

2. Existing management and planning staff needs to be assigned to Recreation to assure that its programs and projects are given high priority and are completed in accordance with a work plan created by the Commission and approved by the Town Council. (This arrangement worked exceptionally well in Laguna Beach when I served as Deputy City Manager and Recreation Director earlier in my career.)

The problem with investing large sums of money in new management and planning positions (during a time of limited resources) is that it crowds out the potential to achieve the capacity that is otherwise available in the previous concepts.

It is respectfully requested that staff be given a reasonable amount of time to prove that the Commission can function effectively using existing management and planning staff. That time can also be used productively to work with the Commission to evaluate the concepts in this report.

Concept 4: A combination of the concepts:

The concepts are not mutually exclusive and it may be that the Commission and Council will want to raise capital as described in concept 1, and increase management and planning as described in concept 3.1 and 3.2 above. Finally, it may be that other resources can be used to enhance programming.

Measure "U"

This report does not address how Measure "U" revenue can be used as part of this vision. That discussion involves a broader set of interests, and it is expected that Council will establish a separate process to address how measure "U" revenues will be allocated.

Options Analysis

As noted above the Town Council direction to the Town Manager was to analyze the options for *increasing the Recreation capacity of the Town*. The following options are proposed:

1. Provisionally (pending approval of the entire budget) set aside \$200,000 in the General Fund to increase the recreation capacity of the Town, and form a group drawn from the Measure R & U campaigns, Measure R Coordinating Committee, past Measure R applicants, the Mammoth Lakes Sports Council, and other recreational groups to discuss the concepts in this report and other ideas on how best to use the money.
2. Initiate the process described in option 1, but also advertise the position of Parks and Recreation Director, so that the position can be filled quickly if ultimately created.
3. Provisionally add the position of Parks and Recreation Director to the budget, and direct staff to initiate a recruitment.

4. Schedule a dedicated Council discussion of the concepts before taking any further action.

Option 1 is recommended to assure that all interested parties are included in the discussion, and because it would not be appropriate to advertise a position unless or until a decision has been made to fill it. The sub-committee of three T&R Commissioners recommends advertising the position immediately.

Recommendation

It is recommended that the Council approve option 1: Provisionally (pending approval of the entire budget) set aside \$200,000 in the General Fund to increase the recreation capacity of the Town, and form a group drawn from the Measure R & U campaigns, Measure R Coordinating Committee, past Measure R applicants, the Mammoth Lakes Sports Council, and other recreational groups to discuss the concepts in this report and other ideas on how best to use the money.

RECREATION CAPACITY

Five Year Plan-Concept 1-Issue COP

Funding Needs & Sources	Measure "R"	COP Proceeds	Grants and Partnerships		Increased General Fund Contribution	Total
	Debt Service on COP		Forest Service Challenge Grant	SNC, Grants & Donations		
Capital Improvements/Debt						
FY 2010-11	\$ 836,759			\$ 200,000		\$ 1,036,759
FY 2011-12	\$ 861,862	\$ 9,000,000	\$ 2,000,000	\$ 1,200,000		\$ 13,061,862
FY 2012-13	\$ 887,718			\$ 200,000		\$ 1,087,718
FY 2013-14	\$ 914,349			\$ 200,000		\$ 1,114,349
FY 2014-15	\$ 941,780			\$ 200,000		\$ 1,141,780
FY2010-15 Total	\$ 4,442,467	\$ 9,000,000	\$ 2,000,000	\$ 2,000,000		\$ 17,442,467
Facilities: Rehabilitation						
FY 2010-11					\$ 100,000	\$ 100,000
FY 2011-12					\$ 121,250	\$ 121,250
FY 2012-13					\$ 142,500	\$ 142,500
FY 2013-14					\$ 163,750	\$ 163,750
FY 2014-15					\$ 185,000	\$ 185,000
FY2010-15 Total					\$ 712,500	\$ 712,500
Facilities: Maintenance						
FY 2010-11					\$ 100,000	\$ 100,000
FY 2011-12					\$ 121,250	\$ 121,250
FY 2012-13					\$ 142,500	\$ 142,500
FY 2013-14					\$ 163,750	\$ 163,750
FY 2014-15					\$ 185,000	\$ 185,000
FY 2010-15 Total					\$ 712,500	\$ 712,500
MLTPA						
FY 2010-11						
FY 2011-12						
FY 2012-13						
FY 2013-14						
FY 2014-15						\$ -
FY 2010-15 Total						\$ -
Recreation Programs						
FY 2010-11						
FY 2011-12						
FY 2012-13						
FY 2013-14						
FY 2014-15						\$ -
FY 2010-15 Total						\$ -
GRAND TOTAL	\$ 4,442,467	\$ 9,000,000	\$ 2,000,000	\$ 2,000,000	\$ 1,425,000	\$ 18,867,467

MLTPA and new recreation programs could be funded with Measure "U".

RECREATION CAPACITY

Five Year Plan-Concept 2-Increase Program Funding

Funding Needs & Sources	Measure "R"	COP Proceeds	Grants and Partnerships		Increased General Fund Contribution	Total			
			Forest Service Challenge Grant	SNC, Grants & Donations					
Capital Improvements									
FY 2010-11	\$	190,251		\$	200,000	\$	390,251		
FY 2011-12	\$	198,619		\$	1,200,000	\$	1,398,619		
FY 2012-13	\$	207,237		\$	200,000	\$	407,237		
FY 2013-14	\$	216,114		\$	200,000	\$	416,114		
FY 2014-15	\$	<u>225,258</u>		\$	<u>200,000</u>	\$	<u>425,258</u>		
FY2010-15 Total	\$	1,037,479		\$	2,000,000	\$	3,037,479		
Facilities: Rehabilitation									
FY 2010-11	\$	190,251				\$	190,251		
FY 2011-12	\$	198,619				\$	198,619		
FY 2012-13	\$	207,237				\$	207,237		
FY 2013-14	\$	216,114				\$	216,114		
FY 2014-15	\$	<u>225,258</u>				\$	<u>225,258</u>		
FY2010-15 Total	\$	1,037,479				\$	1,037,479		
Facilities: Maintenance									
FY 2010-11	\$	190,251				\$	190,251		
FY 2011-12	\$	198,619				\$	198,619		
FY 2012-13	\$	207,237				\$	207,237		
FY 2013-14	\$	216,114				\$	216,114		
FY 2014-15	\$	<u>225,258</u>				\$	<u>225,258</u>		
FY 2010-15 Total	\$	1,037,479				\$	1,037,479		
MLTPA									
FY 2010-11	\$	266,000				\$	266,000		
FY 2011-12	\$	266,000				\$	266,000		
FY 2012-13	\$	266,000				\$	266,000		
FY 2013-14	\$	266,000				\$	266,000		
FY 2014-15	\$	<u>266,000</u>				\$	<u>266,000</u>		
FY 2010-15 Total	\$	1,330,000				\$	1,330,000		
Recreation Programs									
FY 2010-11					\$	200,000	\$	200,000	
FY 2011-12					\$	242,500	\$	242,500	
FY 2012-13					\$	285,000	\$	285,000	
FY 2013-14					\$	327,500	\$	327,500	
FY 2014-15					\$	<u>370,000</u>	\$	<u>370,000</u>	
FY 2010-15 Total					\$	1,425,000	\$	1,425,000	
GRAND TOTAL	\$	4,442,437		\$	2,000,000	\$	1,425,000	\$	7,867,437

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RECREATION CAPACITY

Five Year Plan-Concept 3-Increase Management

Funding Needs & Sources	Measure "R"	COP Proceeds	Grants and Partnerships		Increased General Fund Contribution	Total
			Forest Service Challenge Grant	SNC, Grants & Donations		
Capital Improvements						
FY 2010-11	\$ 142,690			\$ 200,000		\$ 342,690
FY 2011-12	\$ 148,965			\$ 1,200,000		\$ 1,348,965
FY 2012-13	\$ 155,429			\$ 200,000		\$ 355,429
FY 2013-14	\$ 162,087			\$ 200,000		\$ 362,087
FY 2014-15	\$ 168,945			\$ 200,000		\$ 368,945
FY2010-15 Total	\$ 778,116			\$ 2,000,000		\$ 2,778,116
Facilities: Rehabilitation						
FY 2010-11	\$ 142,690					\$ 142,690
FY 2011-12	\$ 148,965					\$ 148,965
FY 2012-13	\$ 155,429					\$ 155,429
FY 2013-14	\$ 162,087					\$ 162,087
FY 2014-15	\$ 168,945					\$ 168,945
FY2010-15 Total	\$ 778,116					\$ 778,116
Facilities: Maintenance						
FY 2010-11	\$ 142,690					\$ 142,690
FY 2011-12	\$ 148,965					\$ 148,965
FY 2012-13	\$ 155,429					\$ 155,429
FY 2013-14	\$ 162,087					\$ 162,087
FY 2014-15	\$ 168,945					\$ 168,945
FY 2010-15 Total	\$ 778,116					\$ 778,116
MLTPA						
FY 2010-11	\$ 266,000					\$ 266,000
FY 2011-12	\$ 266,000					\$ 266,000
FY 2012-13	\$ 266,000					\$ 266,000
FY 2013-14	\$ 266,000					\$ 266,000
FY 2014-15	\$ 266,000					\$ 266,000
FY 2010-15 Total	\$ 1,330,000					\$ 1,330,000
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 10px auto;"> Increased General Fund contributions go to management and planning and therefore are not available for maintenance or programming as shown in concepts 1 & 2. </div>						
Recreation Programs						
FY 2010-11	\$ 142,690					\$ 142,690
FY 2011-12	\$ 148,965					\$ 148,965
FY 2012-13	\$ 155,429					\$ 155,429
FY 2013-14	\$ 162,087					\$ 162,087
FY 2014-15	\$ 168,945					\$ 168,945
FY 2010-15 Total	\$ 778,116					\$ 778,116
GRAND TOTAL	\$ 4,442,464			\$ 2,000,000		\$ 6,442,464



OFFICE OF TOWN MANAGER

Robert F. Clark, Town Manager

P.O. Box 1609, Mammoth Lakes, CA 93546

MEMORANDUM

To: Town Council
Recreation Sub-Committee
From: Robert F. Clark, Town Manager
Subject: Laguna Beach Recreation Staffing
Date: June 28, 2010

One of the options being proposed to staff recreation is to redeploy existing management and planning staff rather than hiring additional managers and planners. This may serve as a short term solution until the Town has enough resources to increase the number of managers in the future

I have attached a clipping from my scrapbook from 23 years ago when I served as Deputy City Manager and Recreation Director for Laguna Beach. I know from experience that this is a very viable model for recreation and open space management. During the four years when I held these dual roles we:

- Built Top of the World Park, 10 acres with a soccer field, tennis courts, basketball play equipment, and access into the Greenbelt.
- Built Alta Laguna Park, 10 acres with a baseball field, 8 court tennis facility, basketball and play equipment, world class views, trail heads into the Greenbelt
- Built Fred Lang Park, Old school converted into senior housing, preschool, community center and park.

I also worked with the City open space committee and Laguna Greenbelt Inc. (the Laguna version of MLTPA) to acquire thousands of acres of public open space. They successfully sponsored a \$20 million open space bond in the same way we sponsored measures R and U. Liz Brown, who was the John Wentworth of Laguna Beach, comes to Mammoth every summer and we have her over for dinner.

This model works, and it will put Recreation at the top of the agenda for Mammoth Lakes. That is why I am requesting a reasonable time to try this approach before other options are considered.

Rob Clark named deputy city manager

By Kelly A. Sahr
Staff Writer

After five years of city service Laguna Beach resident Rob Clark has been promoted to deputy city manager.

Clark, 33, who most recently juggled the titles of assistant to the city manager and director of recreation, social services and personnel, now will do more projects from the city manager's office as well as perform his former duties.

So how can this graduate of the University of California at San Diego and USC handle it all?

"He's young," replied City Manager Ken Frank, who offered Clark the promotion.

Actually, in the past few months Clark has trained senior administrative assistant Carolyn Thompson to handle most of the personnel duties, removing a big chunk of Clark's former responsibilities.

"It was the next step up the ladder for Rob," Frank said. "This is a better title and a career move. Most people who are his age and who have 9 to 10 years of experience like he has are either at lesser positions in bigger cities or are at this point (deputy city manager) in a place like Laguna. We want to keep him here."

Clark, who before coming to Laguna Beach worked with the city managers of Burbank and Torrance, said he was excited about the new position.

"It wasn't something I asked for," said Clark. "He (Frank) came to me and I took it as a sign of confidence."

Clark, who lives with his wife, Judy, a stepdaughter, Amy Batro and a son, Michael in the Top of the World neighborhood, said it also means he has made a commitment to stay in Laguna.

"My son is a third generation Lagunan," Clark said, explaining that Judy is a Laguna native and her father, Louis Zitnik, has lived here since the 1950s. Zitnik is a former city council member and currently on the board of directors for the Laguna Beach County Water District.

Clark calls himself a generalist in the city manager's office because, "I take care of the things that don't really fit into any one department."

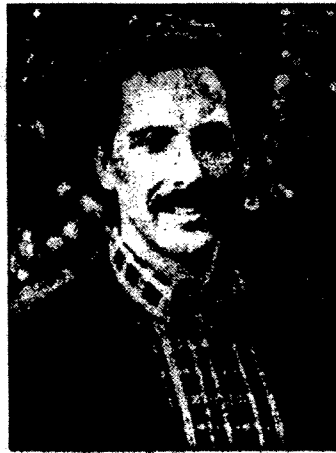
For example, in his position as assistant to the city manager, he helped with the Old Top of the World annexation, establishing mini-park land and acting as city liaison to the unified school district for the renovation of the high school baseball field.

Now, he will take charge of further annexation and acquisition of unincorporated territory near Allview Terrace and Laguna Canyon Road, the purchase of property for City Hall expansion, staff re-

quirements for the Open Space Commission and the Recreation and Human Affairs committees; negotiate labor agreements with employment associations and anything else that doesn't fit neatly into a specific department.

Although Frank would not reveal Clark's current salary, he said the top of the pay scale for a director of recreation and social services is \$4,079 per month or \$48,948 a year.

"He will receive a modest increase," Frank said, after next year's budget is approved.



Rob Clark

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